



## **Breakout Session #2: Strategic Themes (Continued)**

**8:00 - 9:30  
November 5, 2009**

# Session Objectives

- **Present Strategic Theme Goals, Objectives, Performance Gaps, and Proposed Measures**
- **Provide feedback to the Strategic Council**
- **Identify individual role in executing the Strategic Theme**

# Agenda

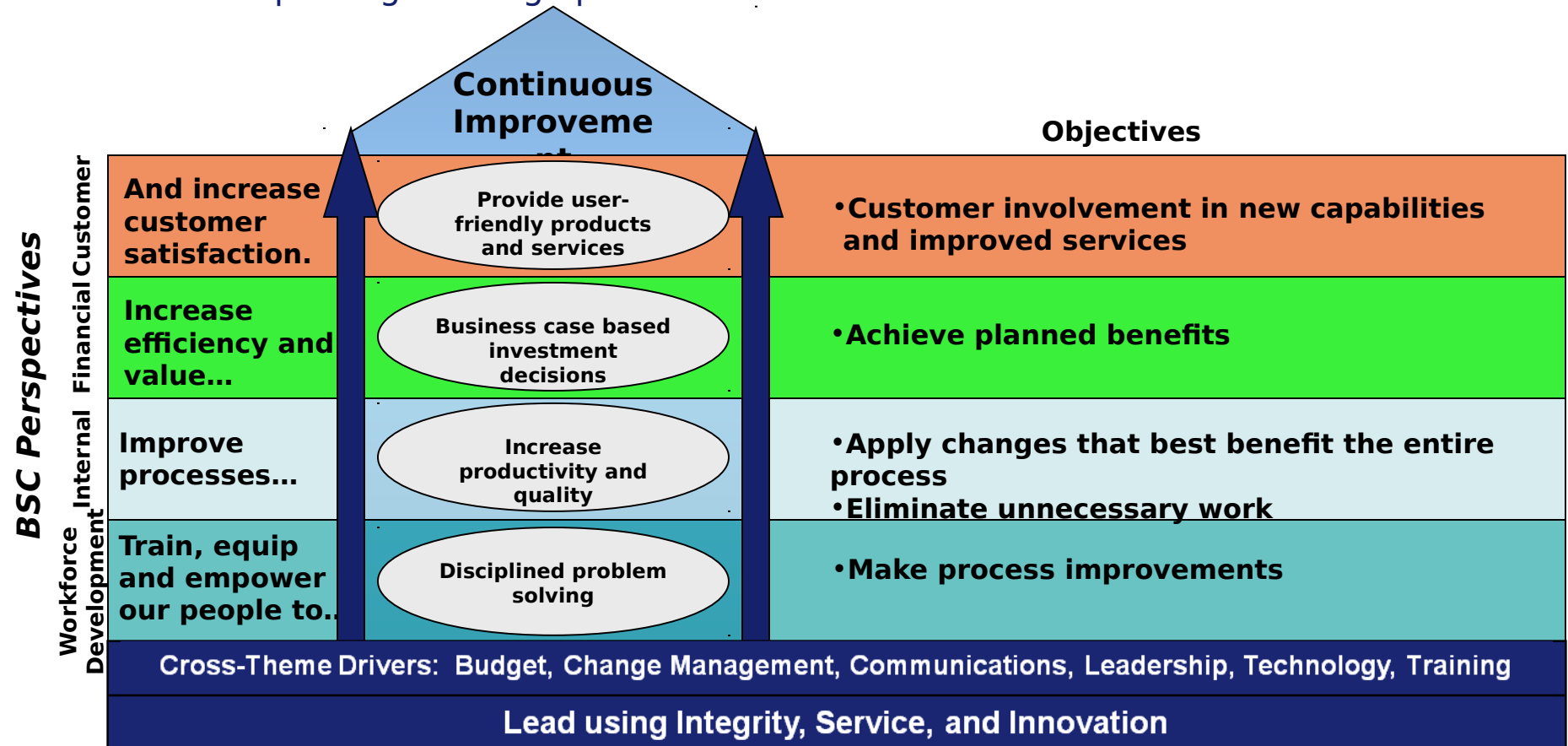
- **Presentation on Gaps and Measures**
- **Q & A Discussion**
- **Team Activity: Closing the Gaps**
- **Individual Activity: Ensuring Success**

# Continuous Improvement

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**Goal:** Smart changes for better, faster results

**Intent:** Be more effective and efficient by both applying new capabilities and improving existing operations.



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## Objectives

## Gaps

Provide proactive, user-friendly products and services	Customer involvement in new capabilities and improved services	<ul style="list-style-type: none"> <li>Limited customer involvement in new product/service development and failure to capitalize on existing capabilities with Department wide application</li> <li>Limited understanding, communication, training and consulting to drive customer engagement</li> </ul>
Business case based investment decisions	Achieve planned benefit	<ul style="list-style-type: none"> <li>Lack of standard business case format requirements that address investment costs, sustainment costs, and the tracking and allocation (internal or external) of planned benefits</li> <li>Lack of review process, during and post implementation, to evaluate progress/benefits against BCA</li> </ul>
Increase productivity and quality	Apply changes that best benefit the entire process  Eliminate unnecessary work	<ul style="list-style-type: none"> <li>Insufficient business intelligence capability to inform continuous improvement efforts</li> <li>Minimal internal information sharing as improvement efforts are initiated, planned and implemented</li> <li>Inconsistent process for reviewing SOPs to eliminate unnecessary work</li> <li>Lack of project selection against agency priorities</li> </ul>
Disciplined problem solving	Make process improvements	<ul style="list-style-type: none"> <li>Lack of continued application of skills</li> <li>Lack of competencies and proficiencies in disciplined problem solving (BCA and project management) (measure Lean6 only?) and financial management solutions consulting</li> <li>Limited opportunities for mid-grade leaders to lead/own projects</li> </ul>

# Continuous Improvement

**Goal:** Smart changes for better, faster results

**Intent:** Be more effective and efficient by both applying new capabilities and improving existing operations

	Objectives	Gaps	Measures
Provide proactive, user-friendly products and services	Customer involvement in new capabilities and improved services	<ul style="list-style-type: none"> <li>Limited customer involvement in new product/service development and failure to capitalize on existing capabilities with Department wide application</li> <li>Limited understanding, communication, training and consulting to drive customer engagement</li> </ul>	<ul style="list-style-type: none"> <li>% of projects (new capabilities and/or improved services) with customer involvement throughout the lifecycle</li> <li>% customers using new and existing capabilities</li> </ul>
Business case based investment decisions	Achieve planned benefit	<ul style="list-style-type: none"> <li>Lack of standard business case format requirements that address investment costs, sustainment costs, and the tracking and allocation (internal or external) of planned benefits</li> <li>Lack of review process, during and post implementation, to evaluate progress/benefits against BCA</li> </ul>	<ul style="list-style-type: none"> <li>Cost Performance Index (CPI) - Efficiency</li> <li>% of Schedule - Status</li> <li>SPI - Efficiency</li> <li>% Return - Actual Benefits/Planned Benefits* <small>*planned for 2011</small></li> </ul>
Increase productivity and quality	Apply changes that best benefit the entire process  Eliminate unnecessary work	<ul style="list-style-type: none"> <li>Insufficient business intelligence capability to inform continuous improvement efforts</li> <li>Minimal internal information sharing as improvement efforts are initiated, planned and implemented</li> <li>Inconsistent process for reviewing SOPs to eliminate unnecessary work</li> <li>Lack of project selection against agency priorities</li> </ul>	<ul style="list-style-type: none"> <li>% process improvements leveraged enterprise-wide</li> <li>% of programs/processes reviewed resulting in the elimination of waste</li> </ul>
Disciplined problem solving	Make process improvements	<ul style="list-style-type: none"> <li>Lack of continued application of skills</li> <li>Lack of competencies and proficiencies in disciplined problem solving (BCA and project management) (measure Lean6 only?) and financial management solutions consulting</li> <li>Limited opportunities for mid-grade leaders to lead/own projects</li> </ul>	<ul style="list-style-type: none"> <li>% of mid-grade leaders leading/owning process improvement projects (what training/certification?)*</li> <li>INTERIM: % of mid-grade leaders sponsoring and/or completing Green and Black Belt projects <small>*consulting</small></li> </ul>

# Questions?



# **Team Activity: Closing the Gaps**

- **Each team will:**

- ✓ **Identify 1-2 examples in the workplace where a gap has been a barrier in the past**
- ✓ **Identify how the closing of this performance gap is necessary to achieve the vision**

- **Each team will brief the room on their results**

# Team Activity: Closing the Gaps

**Examples of how gap  
has been a barrier in the past**

**Closing gap is necessary  
to achieve the vision because...**

**Gap 2**

**Gap 1**

# Participant Activity: Ensuring Success

**Spend several minutes individually recording your thoughts on how this Theme affects you as a leader. *What is my role in ensuring the success of this Strategic Theme?***

***How will this Strategic Theme guide my decisions?***

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